



Public Safety **Recruitment and** **Retention Solutions**

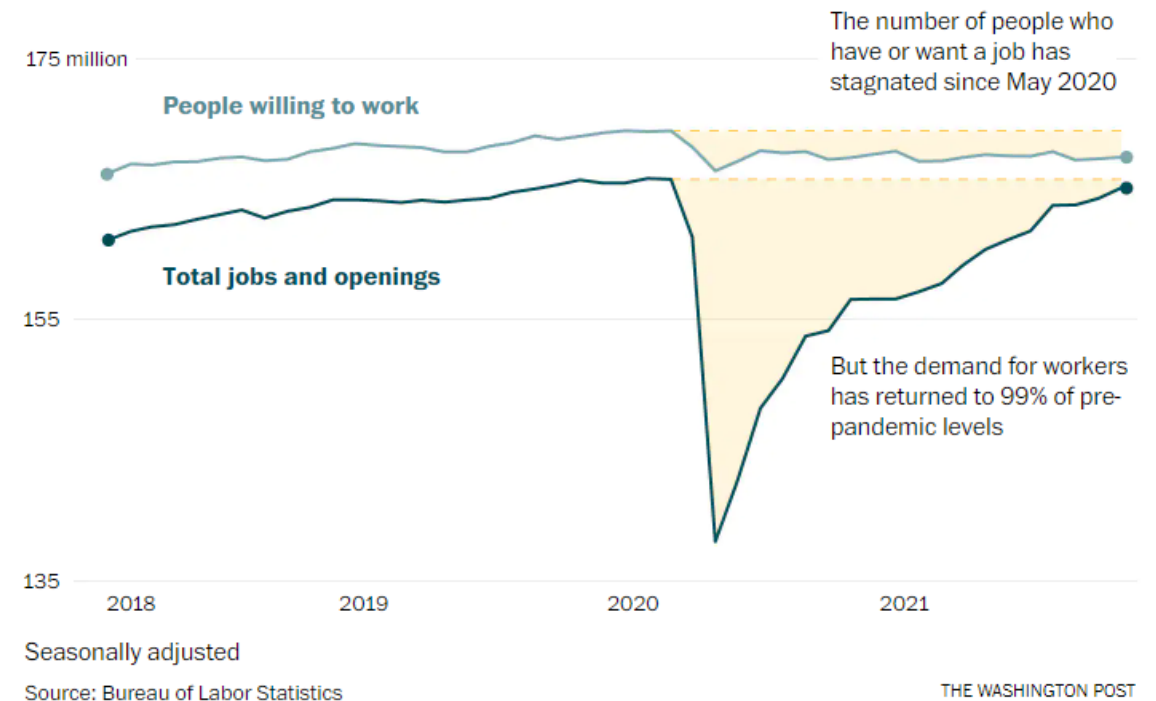
City of New Orleans

February 8th, 2022

Pandemic Driven Labor Shortages

The COVID-19 pandemic has caused significant impacts on the labor force both locally and nationally. The demand for workers has recovered, but the number of willing workers has not.

- The unemployment rate has recovered more rapidly than at all but one point since World War II
 - Nationwide unemployment rate: 4%
 - Louisiana unemployment rate: 4.8%
- Since summer 2020, the labor force participation rate — the share of the population looking for jobs or employed — has hardly changed



Recruitment and Retention Challenges

*The City has felt widespread impacts from the pandemic, but labor shortages are most significant with regard to jobs such as **mechanics** and **juvenile detention counselors**.*

- Total City FTEs have declined 11% since February 2020
- This attrition is most acutely felt in core public safety agencies

Agency	Current Vacancies	Budgeted Positions	Vacancy Rate
Juvenile Justice Intervention Center	54	104	52%
Equipment Maintenance Division	26	55	47%
Emergency Medical Services	28	155	18%
New Orleans Police Department	270	1542	17%

Recruitment and Retention Solutions

To address these significant hiring gaps, the City is proposing a comprehensive public safety retention and recruitment package that includes:

1. Targeted Hiring and Retention Incentives
2. Reforming City Human Resources
3. A series of policy changes proposed to the Civil Service Commission, City Council, and State Legislature designed to:
 - Enhance the efficiency of the hiring process
 - Attract qualified applicants, and
 - Ensure pay equity among public safety agencies

Targeted Recruitment and Retention Incentives - NOPD

A series of targeted incentives will assist with retaining existing Commissioned Police Officers and encourage new recruits.

- Establish \$5K recruitment payment when a recruit completes training
- Establish \$5k retention payments given at 5,10,15, and 20 years of service.
 - In one year, make catchup retention payments to current officers



Years of Service	Average NOPD Commissioned Officer Salary	State Supplemental Pay*	Millage Pay*	Proposed One Time Retention Pay	Total 2023 Compensation with One Time Payments
0	\$40,391	-	-	\$5,000	\$45,391
5	\$56,409	\$6,000	~\$3,300	\$5,000	\$70,709
10	\$62,183	\$6,000	~\$3,300	\$10,000	\$81,483
15	\$66,220	\$6,000	~\$3,300	\$15,000	\$90,520
20	\$72,259	\$6,000	~\$3,300	\$20,000	\$101,559

* Officers qualify for millage and state supplemental pay after one year of service

Targeted Hiring and Retention Incentives – Other High Demand Positions

A series of targeted incentives will assist with retaining existing employees in other high demand positions and encourage new hires.

- Establish an initial payment to be paid either (a) one month after rule passes, or (b) after employee reaches one month tenure.
- A second payment will be made either (a) one year after rule passes, or (b) after employee reaches one year tenure.

Position	City of New Orleans Starting Salary	Proposed One Month Payment	Proposed One Year Payment	Total Year 1 Compensation
Juvenile Detention Counselors	\$36,570	\$1,000	\$2,500	\$40,070
EMTs	\$38,914	\$500	\$1,000	\$40,414
Paramedics	\$52,437	\$2,000	\$2,500	\$56,937
Mechanics	\$33,111	\$1,000	\$2,500	\$36,611

Expanded Referral Programs

We are proposing expanding an existing referral program for NOPD Officers and providing referral pay for other high-demand positions.

- Expand NOPD referral program, which offers \$2k when a NOPD employee refers a new recruit who starts training and an additional \$2k when that recruit graduates, to allow all City employees to be compensated for referring officers.
- Establish a referral program for Juvenile Detention Counselors, Mechanics, EMTs, and Paramedics that would provide City employees \$1k for referring a new hire and \$1k when that new hire reaches one year of employment.

Reforming City Human Resources

The City has historically delegated human resources (HR) functions to departments, but as overall departmental staffing has declined, HR staff have become increasingly overwhelmed.

- The City will take steps to centralize HR functions within CAO and create a staffing structure that will provide:
 - Dedicated personnel for recruitment and marketing
 - Consistent advertising strategies
 - Increased participation and visibility at hiring events
 - Development of standard timelines for hiring process milestones
 - Increased professionalism
 - Dedicated personnel for performance monitoring

Potential Civil Service Policy Proposals

Examples of the types of policy proposals the City plans to request at the Civil Service Commission to improve our recruitment and hiring processes. Note that this list is not exhaustive.

- Request that the Civil Service Commission authorize the creation of a Probation unit within the JJIC that would provide additional supervision and resources for youth that are not currently held at the facility
- Request an unclassified Director of HR and Budget at NOPD to replace the classified HR Administrator position that has sat vacant for a year.
- Request that the City be allowed to qualify multiple psychologists under a RFQ administered by the City to facilitate required psychological testing of NOPD, JJIC, and NOFD.
- Request that NOFD staff be allowed to administer entrance agility exams to applicants without scheduling Civil Service staff.
- Change NOPD entrance requirements to prohibit marijuana use within last 12 months, instead of current 24 months.

Potential Civil Service Policy Proposals (cont.)

Examples of the types of policy proposals the City plans to request at the Civil Service Commission to improve our recruitment and hiring processes. Note that this list is not exhaustive.

- Institutionalize a form of non-disciplinary written documentation that supervisors can utilize to manage performance issues not subject to a full employee appeal.
- Create a formal working group to evaluate the effectiveness of the rule change limiting disciplinary appeal timelines to six months and make recommendations as necessary to the Commission.
- Revise NOFD special rates of pay to reward those who maintain certifications and training but are not assigned to specific units, and add special rates of pay for JJIC Emergency Response Team.
- Allow NOPD to offer Lateral Officers the ability to obtain longevity increases in line with City policies for time they served as a commissioned officer in a different jurisdiction.
- Create specific position differentiation between fuel mechanics and diesel mechanics.

Potential Legislative Policy Proposals

Examples of the types of policy proposals the City plans to request of City Council and the State Legislature. Note that this list is not exhaustive.

- Request that the City Council add JJIC detention staff and EMD mechanics to the list of public safety exemptions to the City's residency requirement.
 - NOPD, NOFD, and NOEMS are already exempt from these requirements
 - Given the ~50% vacancy rates experienced by JJIC and EMD, these critical public safety positions would benefit from similar exemptions
- Request additional Public Safety funding from the State Legislature.
- Request that the State Legislature authorize State Supplemental Pay for municipal EMTs and Paramedics.
 - This pay is currently given to municipal police and firefighters and provides \$6k in state funding annually to these emergency responders.



Questions?

City of New Orleans